





# THE WAY TO PROSPERITY—*By EDWARD F. FILENE* AS TOLD TO EARL REEVES

## GREAT MERCHANT OUTLINES SIMPLE BETTERMENT PLAN

Indicates Universal Improvement Obtainable by Hardboiled Intelligent Selfishness

## RULE DEFiance SPELLS RUIN

In *Liberty* magazine of September 28, 1933 issue Edward A. Filene, Boston merchant and economist, gave an interview to Earl Reeves in which he outlined a simple program for universal betterment by resourceful or hard-boiled intelligent selfishness. For years Mr. Filene has had a long, probing interest in the business conditions of the United States and the world, and in his article he outlines in figures the best conditions for workers and general economic amelioration along the lines he now brings to focus in this article. Some of them are new features of President Roosevelt's NRA program, and Mr. Filene is himself chairman of the Massachusetts NRA board. The article is of such interest that *The Bulletin* reprints it herewith for the benefit of its readers.—Editor.

**THE NRA program is the beginning of a national economic readjustment. That readjustment has been overdue for many years. It has been made necessary because the Machine Age "ran away with us." We did not know how to manage it.**

We learned only a part of the lesson of mass production and consumption. We neglected to make adequate the buying power of the masses, without which mass production cannot possibly succeed and keep us all employed. Hence the machinery of our civilization became unbalanced. We passed through more than three years of pain before we began to think straight about the problem which faced us.

Now, tardily, we are organizing—in part at least—the necessary readjustment. We are striving to restore balance, and sanity.

I am asked to discuss what makes the NRA program necessary. In order to do so it is necessary to consider what has been happening to us during the past few decades, and to clear away many misconceptions.

For centuries the trade rule was, "Buy cheap; sell high."

The factory system revised this but slightly into, "Buy materials cheap, pay the lowest possible wages, get the largest margin of profit."

Slowly we made discoveries about machine production. Machinery was costly. Therefore it was wasteful to man it with cheap or careless labor.

To "earn its keep" machinery should operate steadily at a higher efficiency than man could maintain for long hours. Therefore employers found they had a selfish interest in shorter hours.

A huge, efficient plant could make its owner vastly rich on a small per-unit profit margin. Moreover, reducing costs enabled many millions to buy products which they could not afford before. This "opened up new markets."

But often it cost a dollar—or even more—to sell an article which it had cost a dollar to make. This restricted the market, so we began trying to reduce the cost of selling.

There were even "visionaries" among supposedly hard-headed business men who thought the time near when it would be advantageous if the mass of people could have more leisure in which to use up things the Machine Age could produce.

Now note this: None of these steps came about through vague "idealism." That progress in business thinking came about through intelligent selfishness.

At least a sizable minority of business leaders came to realize that they had a selfish interest in shorter hours, labor had failed only by fighting, and in reducing cost and the cost of selling.

Unfortunately, a minority is not enough to change the world of total population. Therefore, we must learn to take first steps toward prevention of unemployment. I have made certain

First: Give shorter hours, possibly the site-hour, five-day-week equivalent of the Macnease Age.

There is an essential advantage in taking shorter hours. The world of total population is at least two thirds, or 1,200,000,000 persons, and when in America only three million obtain the goods which are equivalent to a minimum standard of living.

This Macnease Age need not be a waste of time and need and can use it well, but we must recognize and observe its will be well, rules.

Profit is the only motive. Employing only the temporary unemployment which arises from technical changes, we must learn to use it to the best advantage for the shifting of demand.

The chief basic rules of mass production are quite simple.

Profit is the only motive. Employing only the temporary unemployment which arises from technical changes, we must learn to use it to the best advantage for the shifting of demand.

The most successful business men have proven indisputably that they can earn great profits by doing this.

They began at the other end. And he made more money than any man in his business.

Produced revolution, and his cheap transportation revolutionized living. My own personal experience in the business which typifies will revolutionize international relations. Property, which will banish poverty and want in the world, and therefore will bring about what is which is economic.

It seems strange now that only years have passed since we were aware of the benefits which mass production was providing for us. While many some would be the names of manufacturers.

But we did not fully understand mass production.

True, we had eliminated some of the great waste and achieved some economies of cost and quality, in huge quantities, at low prices, with greater profit.

## Beaten By Nazi Storm Troopers



**WOLF KALTENNECKER.**  
above, one of H. V. Kaltenborn, editor of the *Left Wing* newspaper, beaten by Nazi storm troopers in Berlin. The editor was attacked by the Nazi family association to word from London. The editor Kaltenecker was a man of great importance to American authorities who complained to the German government.

wage advanced but little. And the hours were not reduced. The cost of living was cut by the government fund—which averaged fifty billion annually during four years—a considerable reduction in the normal buying of goods and in stock purchases. This made additional mass production extension at the time when mass buying power already was increasing.

In four years John Smith found it was not possible to buy a new auto, and he didn't have enough free time for use any more. He had to sell his auto because his wife funds were tied up in auto stocks. Then, he could not buy a new auto, he couldn't buy a stock, he came to be a work of a fraction of what he had within any time at all.

Wages were cut, buying power, times, that now meet even higher times, when too great a proportion of the gain from technical advances goes to the employer. That need is far more vital now.

Instead, obviously we have developed a new kind of mass production, which is not based on mass buying power.

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## HOLLYWOOD GOSSIP

INTIMATE GLIMPSES AND INSIDE STUFF ON THE MOVIE COLONY

Thomas

HOLLYWOOD, Sept. 23.—There no longer seems to be much doubt as to the status of Adrienne Ames and her husband, Stephen Ames, wealthy oil millionaire. Despite statements made at the time of their separation a short while ago, the couple are not considering an immediate divorce, that step now seems imminent. Upon his return from Honolulu recently, Ames paid a surprise

BY DON THOMAS

visit to his wife. Just what occurred he refuses to say, but he has his answer immediately upon leaving her home. And according to reports now going the

## RIALTO

TODAY, TUESDAY, WEDNESDAY  
Double Feature Attraction



ADDED FEATURE  
Grant Withers—Ruth Hall

—IN  
"The Gambling Sex"  
A Romantic Drama of Modern  
Youth

ALSO  
The Latest Melodrama World News



ON THE STAGE  
TONIGHT AT 8:45  
COUNTRY STORE

ALSO  
Fiddler and Accordion  
Contest

TODAY—WED.

By Warden Laws of Sing Sing  
Spencer Tracy—Bette Davis

"20,000 Years  
In Sing Sing"

Also ZANE GREY's  
"Under the Tonto Rim"

MAY 15 1933 20

## Princess

TODAY AND TUES.  
Double Feature Program

EDMUND LOWE  
WYNNE GIBSON

HER BODYGUARD

ALSO — GEO. BRENT  
"LUXURY LINER"

JOIN THE EDMONTON LITTLE  
THEATRE

Membership in the Little Theatre's ranks  
\$1.00 to \$10.00. Call at T. B. Mor-  
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Seating Plans on view now till  
Friday.

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# JOE PRYKE WINS CITY OPEN GOLF CHAMPIONSHIP

## TOM MORRISON ENDS RUNNER-UP TO RUPERT PRO

Champion Has Cord of 73 Sunday for 148 Total; Matthews, Martell and Horne in Third Place

Playing the brand of golf that has consistently carried him to the top in the majority of meets in which he has competed, Joe Pryke, 31, the popular professional at the Rupert golf club, playing in the second and final round of the Edmonton Open, yesterday, at the Edmonton Golf and Country club, carried a 73 to win the 1933 championship. In his first round, at the same club, in Mayfair club one week ago, he shot a 75, making the two rounds 148.

Henry Martell, who, in the first round of the tournament, tied with Pryke at 73, was second with 148, for a gross total of 150, with a net 144. However, Tommy Morrison, 21, of the Mayfair club, was runner-up, having a gross total of 152. Martell tying with Roy Horne, 21, of the Mayfair club, for third place.

The tournament committee have announced that the 1934 tournament will be held in the same place but this will appear in the columns of the Bulletin Tuesday.

Hubbell, 30, of the Mayfair, was in beautiful condition for the final round of the tournament yesterday but had an adverse effect on the score.

Pryke, brilliant and masterful in his play, had a net 144, with 146 in 66 strokes in a practice match last week, was not at his peak on Sunday, however, and had a net 148, carding a 73.

"For the Giants, Hubbell pitching, Mancuso catching, for Washington, Bill Terry believes the Senators will start Earl Whitehill and of course, George Sisler will catch. That pleases him."

**JUST THAT SIMPLE?** — "We best Whiteman, then we best all the rest," said Schumacher, who will pitch the second game here. The Senators can't hit him, he said, and the Indians can't hit him, he had an adverse effect on the score.

Pryke, brilliant and masterful in his play, had a net 144, with 146 in 66 strokes in a practice match last week, was not at his peak on Sunday, however, and had a net 148, carding a 73.

"For the Giants, Hubbell pitching, Mancuso catching, for Washington, Bill Terry believes the Senators will start Earl Whitehill and of course, George Sisler will catch. That pleases him."

Following are the six best performances:

Joe Pryke, out: 404 543 454-38 —  
T. Morrison, out: 404 543 454-38 —  
Roy Horne, out: 404 543 454-38 —  
H. Martell, out: 404 543 454-38 —  
A. Horne, out: 404 543 454-38 —  
J. Shupley, out: 404 543 454-38 —

Following are the scores:

At Total At Total At Total

Mayfair Club 75 148 75 148 75 148

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N. H. Horne 72 146 72 146 72 146

D. L. Martell 72 146 72 146 72 146

M. D. Dohmen 72 146 72 146 72 146

R. H. Dohmen 72 146 72 146 72 146

J. A. Dohmen 72 146 72 146 72 146

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